

**UNIVERSITY OF CALIFORNIA, DAVIS**  
**GRADUATE SCHOOL OF MANAGEMENT**

**CFO FOR TECHNOLOGY INDUSTRY IMMERSION**  
**WINTER 2020 MGT 290-003**

**Preliminary Syllabus**

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**Fridays January 8-March 12**

**1:00 PM – 4 PM**  
**ONLINE/VIRTUAL THROUGH ZOOM**

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**Course Description and Objective**

This course introduces students to the tools and expertise required of a technology company CFO. The course is scheduled on Friday from 1PM-4PM and will be completed over 10 sessions. I will facilitate the course and have featured guest speakers with deep expertise in relevant functional areas in the technology industry. Each session will focus on specific tech CFO-related topics, such as: IPOs, buyout, strategic acquisitions, divestiture, driving and measuring performance, and capital budgeting. Guest speakers will expose students to challenges and opportunities faced by tech industry CFOs by presenting real-world case studies, and students will work in small teams and present their recommendations to class in each session. Students will also be asked to produce individual write-ups after each meeting with summary of the lessons they learned; additional case-related exercises may be assigned as part of the write-ups.

## Course Learning Outcomes

At the end of the course, you should have learnt the broad concepts relating to financial decision-making, and should be able to comprehend the theory, logic, processes, and mechanics behind a financial decision in a corporation or other business organization.

From the case studies completed in this course, you should have a better understanding of several financial concepts and principles and how they are applied specifically in a tech focused environment.

- Understand how financial markets operate and function in the USA.
- Gain factual knowledge about how corporations operate.
- Learn and apply concepts related to financial decision making.

These concepts include, but not limited to:

- Maximization of profit, earnings growth, and value as goals in financial management.
- Common-size financial statements and key financial ratios from financial statements to evaluate a company's liquidity, operating efficiency, risk.
- Rates of return of investment cash flows using various methodologies.
- Relationship between risk and return.
- Value of equity to shareholders and financial obligations to debt holders.
- Potential agency problems between investors, managers, and creditors.
- Cost of capital for a project and firm.
- Validity of capital investment evaluation methods.
- Evaluation of proposed investment projects.
- Evaluating current financial performance from point of view of shareholders and other stakeholders.
- Decide private versus public financing, staying private versus going public, and managing expectations in the public securities markets.

## Course Readings

- The Wall Street Journal
- Additional materials as distributed in class
- Case Materials provided by Guest Speakers
- Your own research on topics relevant to the cases.
- Important announcements and class material will be posted on Canvas.

## **Class Format**

Session 1 – Review of Concepts and Preparation for Cases  
Sessions 2-10 – Case Studies

- *1<sup>st</sup> hour of each session* – Tech CFO Presentation of Case
- *2<sup>nd</sup> hour of each session* – Students will analyze, discuss, and prepare presentation material. It helps to have reviewed supplemental readings, if provided, ahead of class and have clarifying questions ready. It's also critical to focus on analytical and conceptual analysis in group discussions and avoid getting bogged down by minute details. Students may ask questions of the presenter for the 1<sup>st</sup> 15 minutes of this hour. For the remaining time of the hour the student groups work by themselves and prepare a 2 to 3-page slide deck for the presentation.
- *3<sup>rd</sup> hour of each session* - Students make group presentations for the first 30-40 minutes. The speaker presents the epilogue of the case, provides feedback to student presentations, and wraps up the session.

## **The Final Grade**

The course grade will be based:

- In-class presentations: 40% (20% for group grades, 20% for individual grades)
- Individual write-ups: 30%
- Project paper: 20%
- Class participation: 10%

## **Important Notes**

**Academic Dishonesty** – Please abide by the university's policy regarding academic honesty at <http://sja.ucdavis.edu/files/cac.pdf>. Students who violate the Code of Academic Conduct are subject to disciplinary sanctions that include censure, probation, suspension, deferred separation or dismissal from the University of California.

**Academic Participation Requirement** - Students are required to complete their Academic Participation verification no later than the quarter add deadline. The link for this is provided below: <https://participate.ucdavis.edu>

**Classroom Conduct** - Cell phones and electronic devices must be turned OFF or SILENT during classes. No photographing, recording, or text messaging is allowed without the permission of the instructor.

**Email Communications** – Student emails are typically replied within 24-48 hours. Please do not expect an instant response especially immediately before the exams. Plan your studies early and do not wait until the last minute.

**Office Hours** – I will be available to meet during office hours. Occasionally however, I may be absent due to other meetings and obligations. It is therefore to your best interest to make an appointment in advance. To ensure fair access to office hours, each meeting will be limited to 30 minutes if there are other students waiting. Please promptly notify me of your arrival if I am already with another student to shorten your wait time.

**Zoom Etiquette** - Zoom netiquette expectations and classroom expectations, specific to the course, for faculty and students that contribute to an inclusive and respectful culture consistent with the University of California.

## About the Instructor



Dr. Varshney brings three decades of proven investment expertise and sophistication to his clients. Prior to founding Goldenstone, he was a senior wealth management executive for several years at Wells Fargo Private Bank, serving as a Senior Vice President and a Senior Investment Strategist for California and Nevada, providing thoughtful leadership and investment strategy for over \$200 billion in assets. He has also served as Vice President for Economic and Regional Partnerships, Dean of the College

of Business Administration at Sacramento State for 10 years, Professor of Finance at University of San Francisco, Dean of the Business School at State University of New York in Utica, Owner and Founder of a Registered Investment Advisory firm in Syracuse, and consultant at other firms including Arthur Andersen. Dr. Varshney is also a Professor of Finance at Sacramento State, Founder/Chief Economist of the Sacramento Business Review, and has been a widely sought out consultant on business and economic impact studies. Dr. Varshney earned an undergraduate degree in accounting and financial management from Bombay University, a master's degree in economics from the University of Cincinnati, and a PhD in finance from Louisiana State University in Baton Rouge. He also holds the Chartered Financial Analyst (CFA®) designation.

Dr. Varshney has been widely featured and quoted on both local and national media. He has published extensively in magazines, newspapers, and professional journals.

## Speaker Presentations – Course Map

January 8	Introduction, Review, and Discussions	
January 15	Mike Kramer	Tech Buyout
January 22	Shareron and Mike Coffey	Capital Budgeting
January 29	Chris Lowe	Biotech IPO
*February 1	Mike Kourey	The Identity Cloud
February 12	TBD	
February 19	Chris Chillingsworth	Divestiture
February 26	Paul Bergholm	Grow or Sell
March 5	Dan Griggs	PE Ownership
March 12	David Faugno	IPO or M&A

\*This presentation is currently scheduled on Monday February 1, which is off schedule, from 3PM-4:30PM PST.